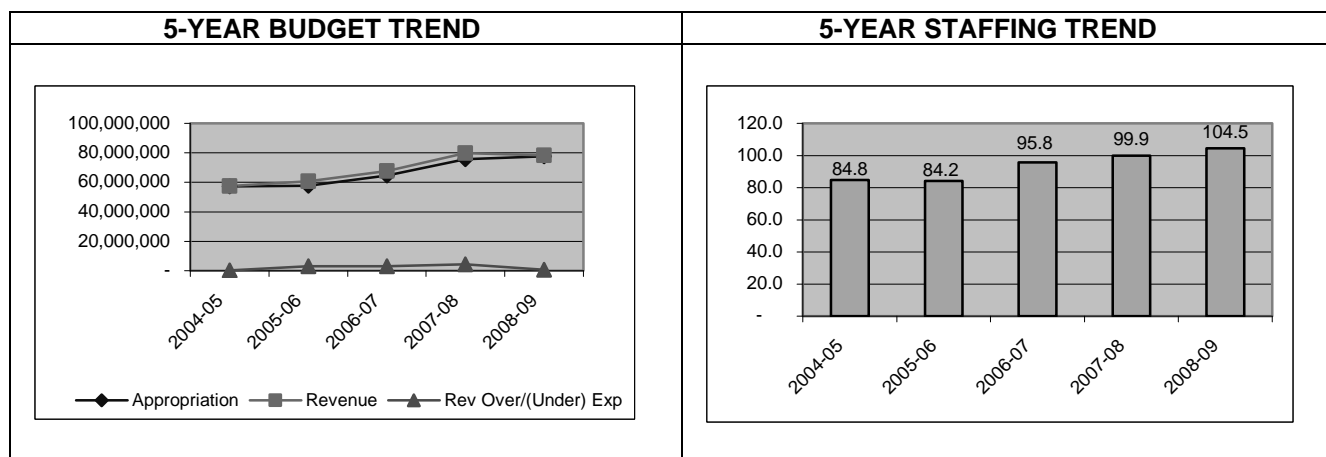


## Solid Waste Management - Operations

### DESCRIPTION OF MAJOR SERVICES

The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, eight transfer stations, five low volume transfer operations/community collection centers and thirty-three closed landfills or disposal sites. The SWMD also administers the county's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the county unincorporated area, and state mandated waste diversion and recycling programs.

### BUDGET HISTORY



### PERFORMANCE HISTORY

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Modified Budget	2007-08 Actual
Appropriation	58,981,396	106,058,334	60,045,978	78,898,552	71,807,589
Departmental Revenue	64,983,166	114,295,404	60,980,594	83,177,603	74,366,875
Revenue Over/(Under) Exp	6,001,770	8,237,070	934,616	4,279,051	2,559,286
Budgeted Staffing				99.9	
Fixed Assets	126,740	419,206	431,638	2,215,000	348,114
Unrestricted Net Assets Available at Year End	13,357,987	4,407,830	5,342,446		15,514,776

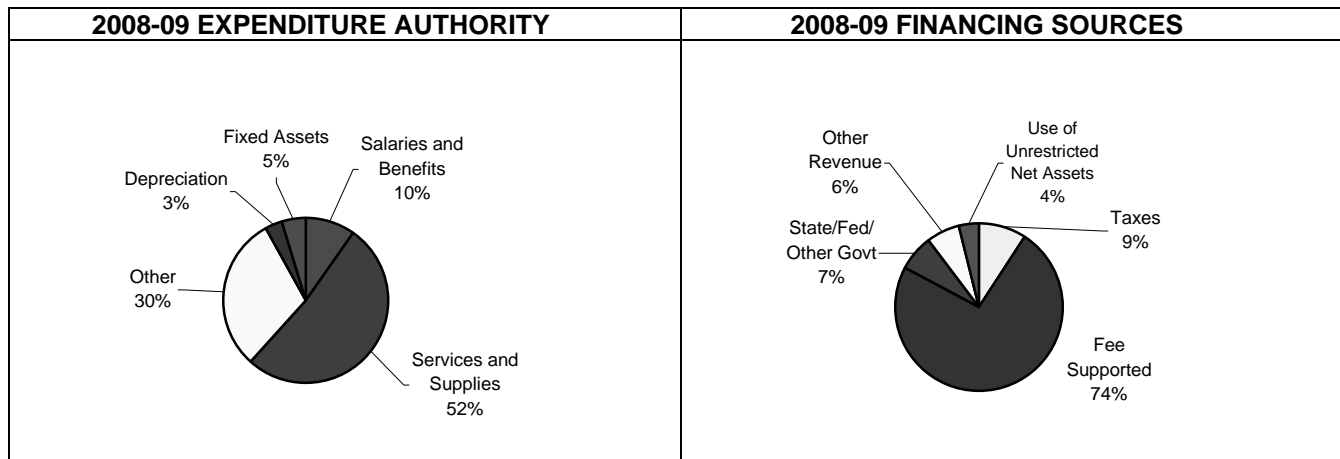
Actual appropriation for 2007-08 was approximately \$7.1 million less than modified budget primarily due to reduced operating transfers to the SWMD Site Enhancement/Expansion Fund because certain capital projects are being deferred to a later year.

Actual departmental revenue for 2007-08 was approximately \$8.8 million below modified budget primarily because the amount of tonnage received from Ordinary Waste and Waste Delivery Agreements (WDA) during 2007-08 was not as much as originally anticipated.

Fixed assets for 2007-08 were approximately \$1.9 million less than modified budget due to the deferment of some capital improvement projects.



## ANALYSIS OF FINAL BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt.  
 FUND: Operations

BUDGET UNIT: EAA, EWC, EWE  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2007-08 Final Budget	2008-09 Final Budget	Change From 2007-08 Final Budget
<b>Appropriation</b>							
Salaries and Benefits	4,807,998	5,233,365	6,371,030	7,258,879	7,936,741	7,847,204	(89,537)
Services and Supplies	27,900,829	29,241,225	31,240,496	44,099,675	39,807,980	42,204,520	2,396,540
Central Computer	51,363	59,534	67,311	80,120	80,120	139,378	59,258
Travel	-	-	-	-	-	138,456	138,456
Other Charges	11,270,660	13,782,543	13,206,535	16,285,307	15,080,216	19,388,078	4,307,862
Transfers	258,662	350,492	464,993	378,297	265,793	393,956	128,163
Total Appropriation	44,289,512	48,667,159	51,350,365	68,102,278	63,170,850	70,111,592	6,940,742
Depreciation	315,368	-	947,346	257,305	1,522,352	2,661,929	1,139,577
Operating Transfers Out	14,376,516	57,391,175	7,748,267	3,448,006	10,924,337	4,818,195	(6,106,142)
Total Requirements	58,981,396	106,058,334	60,045,978	71,807,589	75,617,539	77,591,716	1,974,177
<b>Departmental Revenue</b>							
Taxes	7,473,566	7,170,963	7,319,867	7,535,009	7,334,581	7,513,610	179,029
Licenses & Permits	1,983,621	2,715,069	2,518,018	2,497,422	2,946,280	2,408,121	(538,159)
Use of Money and Prop	455,282	763,841	941,826	1,169,654	711,219	1,377,980	666,761
State, Fed or Gov't Aid	931,971	717,532	180,519	7,786,842	239,326	5,595,425	5,356,099
Current Services	52,283,375	54,350,397	50,262,147	49,856,962	68,434,504	57,677,041	(10,757,463)
Other Revenue	1,341,372	917,126	(939,869)	2,071,904	112,400	393,005	280,605
Other Financing Sources	273,616	47,158,117	7,500	26,000	-	-	-
Total Revenue	64,742,803	113,793,045	60,290,008	70,943,793	79,778,310	74,965,182	(4,813,128)
Operating Transfers In	240,363	502,359	690,586	3,423,082	99,293	3,334,658	3,235,365
Total Financing Sources	64,983,166	114,295,404	60,980,594	74,366,875	79,877,603	78,299,840	(1,577,763)
Rev Over/(Under) Exp	6,001,770	8,237,070	934,616	2,559,286	4,260,064	708,124	(3,551,940)
				Budgeted Staffing	99.9	104.5	4.6
<b>Fixed Assets</b>							
Land	105,000	70,000	-	-	-	-	-
Improvement to Land	773	214,253	204,523	142,069	1,331,000	2,521,000	1,190,000
Improvement to Structures	-	-	-	-	635,000	905,000	270,000
Equipment	20,967	28,284	150,371	83,703	72,013	314,554	242,541
Vehicles	-	106,669	76,744	122,342	142,000	60,000	(82,000)
Capitalized Software	-	-	-	-	16,000	137,200	121,200
Total Fixed Assets	126,740	419,206	431,638	348,114	2,196,013	3,937,754	1,741,741



## APPROPRIATION

Salaries and benefits of \$7,847,204 fund 104.5 budgeted positions. The net decrease of \$89,537 is primarily due to the following:

\$356,701 decrease from reduced costs for workers' compensation, termination benefits, and overtime.

\$345,675 increase for the addition of 4.6 new positions, as follows:

- 1.0 Business Systems Analyst I (\$85,121) for the Information Technology (IT) section to provide assistance in installation of automated truck lanes at landfills and to oversee all automated systems projects under general supervision of the department's Business Applications Manager.
- 1.0 Planner III (\$98,438) for the Planning and Permitting Section for regulatory review and compliance with expected rapidly changing state and local regulations of solid waste facilities and greenhouse gas emissions as well as to support, promote and remain consistent with San Bernardino County's Green County Initiative.
- 1.0 Engineering Tech IV (\$76,195) for the Engineering section to monitor the Landfill Gas Extraction Systems at Heaps Peak Disposal Site and the San Timoteo Sanitary Landfill, determine what maintenance and repairs are necessary, and also perform basic landfill gas extraction system maintenance and other field inspection duties.
- 1.0 Scale Operator (\$53,677) for the Operations and Scales section to reduce overtime and provide adequate vacation, holiday, and sick hour coverage, as well as provide coverage to allow off site training for existing scale operators.
- 0.5 Staff Analyst II (\$32,244) as a returning retiree for disaster planning and the Golden Guardian disaster exercise.
- Budgeted staffing was also increased by 0.1 due to a technical change that rounded position numbers in the county's budget system.

Services and supplies of \$42,204,520 include \$23,602,216 in payments to Burrtec for operation and maintenance of the county's disposal sites. The remaining \$18,602,304 is for consultant contracts and other professional services/technical assistance - \$11,191,485; miscellaneous services and supplies - \$3,444,071; legal fees - \$2,080,500; insurance - \$1,307,755; and COWCAP charges - \$578,493. The \$2,396,540 increase from prior year is primarily due to the cost of the Disaster Debris Program for the October 2007 fires.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$138,456 reflects anticipated travel costs. This amount includes \$40,000 for private mileage reimbursements to employees performing job duties; \$64,500 for tuition reimbursements, conference registrations, and seminars; \$18,500 for the cost of attending regulatory agency public hearings and meetings with state regulators; and \$15,456 for other travel related costs such as hotels, meals, and car rentals. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Other charges of \$19,388,078 include Article 19 payments to cities and the potential cost of legal settlements. Also included in other charges are lease payments to the Inland Empire Public Facilities Corporation. Amounts budgeted in 2008-09 for these payments are as follows:

Principal	\$ 6,430,000
Interest	\$ 4,678,212
Total	\$11,108,212

Other costs related to these lease payments are Letter of Credit, Remarketing, Trustee, Rating, and other fees totaling \$401,000 that are budgeted in the services and supplies appropriation unit.



Transfers of \$393,956 represent amounts paid to other departments for such costs as legislative services, Human Resources/Payroll charges and EH&P expenses. The \$128,163 increase is due to an additional amount to the Auditor/Controller-Recorder for building maintenance/security and to Code Enforcement for addressing illegal dumping activities.

Depreciation of \$2,661,929 is increasing by \$1,139,577 based on existing depreciation schedules. This increase does not impact the financial resources of SWMD, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers out of \$4,818,195 are primarily comprised of the following:

- \$3.3 million to the Site Enhancement/Expansion Fund for construction of one new septic pond at the Barstow Landfill, expansion of Ponds 1 and 2 at Barstow Landfill, and construction of a Land Farm at the Landers Landfill.
- \$1.4 million to the Site Enhancement/Expansion Fund, which represents distribution of proceeds from the 2005-06 Milliken Land Sale that will be used to fund capital projects.

## DEPARTMENTAL REVENUE

Taxes of \$7,513,610 are increasing by \$179,029 based on prior year estimates for the equivalent single family residence (ESFR) and hauler fees paid with the property tax bill.

Licenses and permits of \$2,408,121 are decreasing by \$538,159 due to the transfer of franchise fees to newly created Community Service Districts, as well as the receipt of one-time revenues in the prior fiscal year.

Use of money and property of \$1,377,980 is increasing by \$666,761 due to additional interest earnings on this fund's cash balance.

State, federal and other governmental aid of \$5,595,425 is increasing by \$5,356,099 primarily due to state and federal funding anticipated as reimbursement for costs associated with the October 2007 Fires Debris Removal Program.

Current services revenue of \$57,677,041 primarily consist of revenue from landfill gate fees. A conservative 2% increase in tonnage over the June 30, 2008 estimate was used to develop the 2008-09 revenue projection. The 2008-09 budget also reflects fee increases approved by the Board of Supervisors in March 2008 and additional revenue generated from increased participation in the Comprehensive Disposal Site Diversion Program. The \$10,757,463 decrease from the amount budgeted in the prior year reflects a reduction in ordinary refuse revenues due to a combination of the following: reduced tonnage because of the decline in construction activity, increased waste diversion/recycling, decreased Article 19/Article 20 waste, reduction in processed green materials received, and elimination of the Perchlorate Surcharge Fee on Waste Delivery Agreements' tonnage. Over the last two years, there has been an industry-wide downturn in the actual amount of landfilled waste. San Bernardino County has experienced a 17% decrease in tonnage from 2,118,524 tons received in 2005-06 to the 1,755,738 tons expected for 2007-08.

Other revenue of \$393,005 is increasing by \$280,605, which is due to the prior years' density calculation penalty outlined in the operations contract.

Operating transfers in of \$3,334,658 is increasing by \$3,235,365 primarily because of the return of funds previously transferred to the Site Closure and Maintenance Fund.

## FIXED ASSETS

Improvement to land of \$2,521,000 consist of the following:

- \$1,000,000 for installation of LFG perimeter monitoring probes at Landers, Mid-Valley and Victorville landfills.
- \$350,000 for construction of access road at Victorville Landfill.

- \$310,000 for purchase and installation of 2 new permanent scales and 3 concrete vaults at Victorville Landfill.
- \$286,000 for resurfacing the entry road at Twentynine Palms Landfill.
- \$250,000 for Parking Lot Settlement Repairs at Heaps Peak.
- \$200,000 to install an irrigation system for perimeter landscaping at Mid-Valley Landfill.
- \$125,000 for purchase and installation of one new permanent scale at Heaps Peak Transfer Station.

Improvement to structures of \$905,000 include the following:

- \$425,000 for construction of a Permanent Scale House at Victorville Sanitary Landfill.
- \$230,000 for Permanent Scale House Project at Heaps Peak Transfer Station.
- \$150,000 for purchase/installation of a Mobile Office Trailer at Mid-Valley Landfill to house field staff.
- \$100,000 for purchase/installation of new Modular Style Scale House at Twentynine Palms Transfer Station.

Equipment of \$314,554 includes the following:

- \$75,000 - Victorville Automated Lanes RFID (Hardware, Software and groundwork).
- \$52,100 - Trailer with restroom for San Timoteo Landfill.
- \$38,713 - Towable Hydroseeder to seed inactive landfills.
- \$29,040 - Heaps Peak RFID System (Hardware and Software.)
- \$29,040 - Mid-Valley Automated Lanes RFID (Hardware and Software).
- \$27,000 - 5 Panasonic ToughBook Computer Workstations.
- \$19,101 - 2 Trimble GeoXH Global Positioning System Devices, including TerraSync and Pathfinder Software.
- \$16,200 - Victorville Automated Lanes-Close Proximity Reader Solution (Hardware).
- \$12,960 - 2 Network Printers.
- \$10,000 - Camera surveillance system at Heaps Peak Transfer Station.
- \$ 5,400 - Paradigm Software, LLC-Compu/Weigh Original Data Archive System (Hardware).

Vehicles of \$60,000 consist of the addition of a half-ton 4x4 pickup truck for field staff (\$30,000) and a small van for the IT section (\$30,000).

Capitalized Software of \$137,200 is for the system development of Disaster Management Software.

PERFORMANCE MEASURES				
Description of Performance Measure	2006-07 Actual	2007-08 Projected	2007-08 Actual	2008-09 Projected
Pounds of trash per cubic yard of capacity - Low Volume Sites.	1,000 lbs	1,030 lbs	1,030 lbs	1,030 lbs
Pounds of trash per cubic yard of capacity - Medium Volume Sites.	1,200 lbs	1,170 lbs	1,170 lbs	1,170 lbs
Pounds of trash per cubic yard of capacity - High Volume Sites.	1,100 lbs	1,130 lbs	1,130 lbs	1,130 lbs

SWMD's goal of efficiently utilizing landfill capacity is the most important element for the Solid Waste Management Division and its operations. By utilizing capacity in the most effective manner, the division is able to operate each landfill to its maximum life expectancy and provide services to the public at the lowest possible cost. The division has determined that the 2008-09 projected densities are optimal amounts and representative of efficient landfill operations, thus the goal is maintain this level. The density of landfilled trash is an easily measured objective and is one of the performance measures in the county's contract with Burrtec for landfill operations.

The amounts listed above for 2007-08 are estimates. SWMD will not have the actual density amounts calculated until November, 2008. However, these actual amounts will be included in the County's 2009-10 Business Plan.

